

Approved For Release 2006/10/11 : CIA-RDP84-00780R003700160023-2

TRANSMITTAL SLIP		DATE 21 August 1968
TO: Deputy Director for Support		
ROOM NO. 7 D 18	BUILDING HQ	
REMARKS: Returned for your file. <div style="border: 1px solid black; width: 280px; height: 80px; margin: 10px auto;"></div> STAT		
FROM: O-Executive Director-Comptroller		
ROOM NO. 7 D 59	BUILDING HQ	

MORI/CDF Pages 12-25

STAT

Approved For Release 2006/10/11 : CIA-RDP84-00780R003700160023-2

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
<input type="checkbox"/>	UNCLASSIFIED	<input type="checkbox"/>	CONFIDENTIAL
<input checked="" type="checkbox"/>	SECRET		
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	ADD/S		
2			
3			
4			
5			
6			
<input type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>	FILE
<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION
<input type="checkbox"/>		<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>		<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>		<input type="checkbox"/>	RETURN
<input type="checkbox"/>		<input type="checkbox"/>	SIGNATURE
Remarks: [redacted] prepared the attached memo with which I concur and which seems to me to be a thoroughly excellent job. Before reaching a personal conclusion on DDI's proposal to abolish the 5-year plan approach (para 10 - see also Tab A, DDI memo, para 11) I should like to look into this problem somewhat more. It seems that the 90% negative response probably came from MEDC participants rather than supervisors. If we eliminate 5-year plans we eliminate the concept of a program and I think we should have a program. If I can add to any of the points in the attached memo, I will be happy to do so. <div style="text-align: right;">[redacted] JHR</div>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
DTR			13 May
<input type="checkbox"/>	UNCLASSIFIED	<input type="checkbox"/>	CONFIDENTIAL
<input checked="" type="checkbox"/>	SECRET		

25X1

25X1

~~SECRET~~

BRIEF

The attached memorandum is responsive to questions raised by the Executive Director-Comptroller with the Deputy Director for Support concerning the Midcareer Executive Development Course.

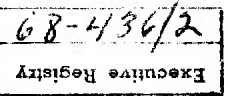
It contains the assessments of the Office of The Director and the Directorates, acknowledging general agreement with the present content, duration, and frequency of the course, but expressing a diversity of opinion as to student selection criteria.

On balance, the Director of Training recommends retention of the present criteria and offers the opinion that more MEDC graduates have not advanced to GS-15 or higher executive levels due to a genuinely tight headroom situation prevailing throughout the Agency.

~~SECRET~~

SECRET

DD/S 68-2450
DTR-0756



13 MAY 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Midcareer Executive Development Course

REFERENCES : a. Memo for DD/S, frm Ex. Dir.-Compt.,
dtd 27 Jan 68, same subject
b. Memo for DTR frm DD/S, dtd 31 Jan 68,
same subject
c. Memo for Ex. Dir.-Compt., (thru DD/S),
dtd 5 Feb 68, same subject
d. Memo for DTR, frm ADD/S, dtd 1 Mar 68,
same subject
e. Memo for ADD/S frm DTR, dtd 7 Mar 68,
same subject
f. Memo for ADD/S frm DTR, dtd 30 Apr 68,
same subject

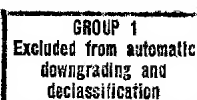
1. This memorandum is for the information of the Deputy Director for Support.

2. The Directorates and Office of The Director have responded to my request for independent assessment of the Midcareer Executive Development Course with respect to duration, frequency, content, and student selection criteria. Copies of the responses appear under Tab A.

OK
3. Duration: Agreement to continuing the course in a six-week context is unanimous.

OK
4. Frequency: The DD/S, the DD/I, and the DD/P would not favor running the course less frequently than four times a year, nor would the DD/S&T unless his minimum requirement of 12 students per year could be accommodated by returning to three courses per year. The DD/P, in fact, proposes that consideration be given to running a fifth session "or arrangements be made to accommodate a minimum of four more CS officers per session under the present frequency" (the present DD/P quota is 14 officers per course). The O/DCI states that with its current course quota (1 student) its requirements would be met if the course were offered semi-annually.

SECRET



SECRET

Subject: Midcareer Executive Development Course

5. Content: Only the DD/P favors including the Advanced Management (Planning) Course in the MEDC, but would prefer its inclusion in the presently structured six-week course. Other Directorates would include the AM(P) in the individual's five-year Midcareer Program but not in the MED Course.

6. With respect to the factors thus far considered, we seem to have a consensus for retaining the present content, duration, and frequency of the MEDC, but some rather wide-ranging opinions as to how student selection criteria might be redefined.

7. My own analysis would lead me to conclude that we could continue to live with the present criteria. Despite varied interpretations, obviously conditioned by intra-Directorate realities, these criteria tend to allow for rational justification for the candidacy of an occasional GS-12 or GS-15, or even the S&T GS-16, as well as for an occasional candidate under age 35, or 30, along with the so-called "late bloomer" over 45.

8. As to promotion potential, there is general support for this criterion as now worded, but I discern the clear prospect of opposition to the rewording recommended by the ADD/S to strengthen this criterion by having it read "...who has the potential for promotion to GS-15 or higher and the expectation by the Head of the Career Service that he will, in fact, be promoted to that grade." There would be nothing, however, to stop the DD/S from interpreting this criterion in this light or, indeed, making mandatory within the Support Career Services that exceptions be "specifically justified and approved by the Deputy Director for Support."

9. On balance, and, again, I sense that we might be well advised to retain the present criteria for the time being and continue to take a hard look at the "exceptional" candidate--and at my personal level, now that the Training Selection Board is not certifying MEDC candidates. It would be my judgment that to introduce new age, grade, or promotability norms which would satisfy all consumers would make for either a hardened mold or an unwieldy framework of selectivity. I find flexibility in the present criteria and I think we need it.

10. Although the Midcareer Program per se was not suggested as an assessment target, I must draw your attention to the DD/I proposal to eliminate the five-year plans from the Midcareer Program concept.





SECRET

SECRET

Subject: Midcareer Executive Development Course

11. Further, with respect to the DD/P opting for inclusion of the Advanced Management (Planning) Course in a six-week MEDC, I would suggest that developments have overtaken this requirement in that we will be running the AM(P) monthly throughout Calendar Year 1969 and have given the Clandestine Services a liberal quota of student slots.

12. Since the DD/P and DD/I memoranda deal, although hopefully, with the question of our being able to increase their MEDC quotas, we must consider these requirements in some meaningful context. Quotas are now aligned as follow:

	<u>Quarterly</u>	<u>Annual</u>				
DD/P			25X1			
DD/S						
DD/I						
DD/S&T						
O/DCI						
Totals			25X1			
			25X1			
						

SECRET

SECRET

Subject: Midcareer Executive Development Course

14. We don't have the instructor resources to run a fifth course each year, nor would I favor our doing so under any circumstances, for the reasons best put forth in the DD/S&T memorandum. Thus, barring unlikely

25X1

[REDACTED]

the DD/P and the DD/I that I will allocate to them in some equitable manner any of the quota slots not used by the other two Directorates as well as the two non-committed slots when they are available. Alternatively, if you deem appropriate, you may wish to allocate outright to the DD/P one of the non-committed slots and let OTR control the other, with the view to accommodating the DD/I as best we can. I await your advice in this regard.

15. In his referent memorandum, the Executive Director-Comptroller assumed that the MEDC is being run only three times a year. As you know, we are now running the course quarterly. However, when the MEDC closes out the first five years of its history, with the seventeenth class scheduled for 21 July - 30 August 1969, it will have accommodated [REDACTED]

25X1

25X1

[REDACTED]

16. Further, in addressing himself to other aspects of the MEDC, the Executive Director-Comptroller requested that you provide him some reasonable insight as to the grade composition of the classes in terms of the promotability factor. Prior to the course now in session, [REDACTED] students had been enrolled by their Career Services at the grade levels set forth below:

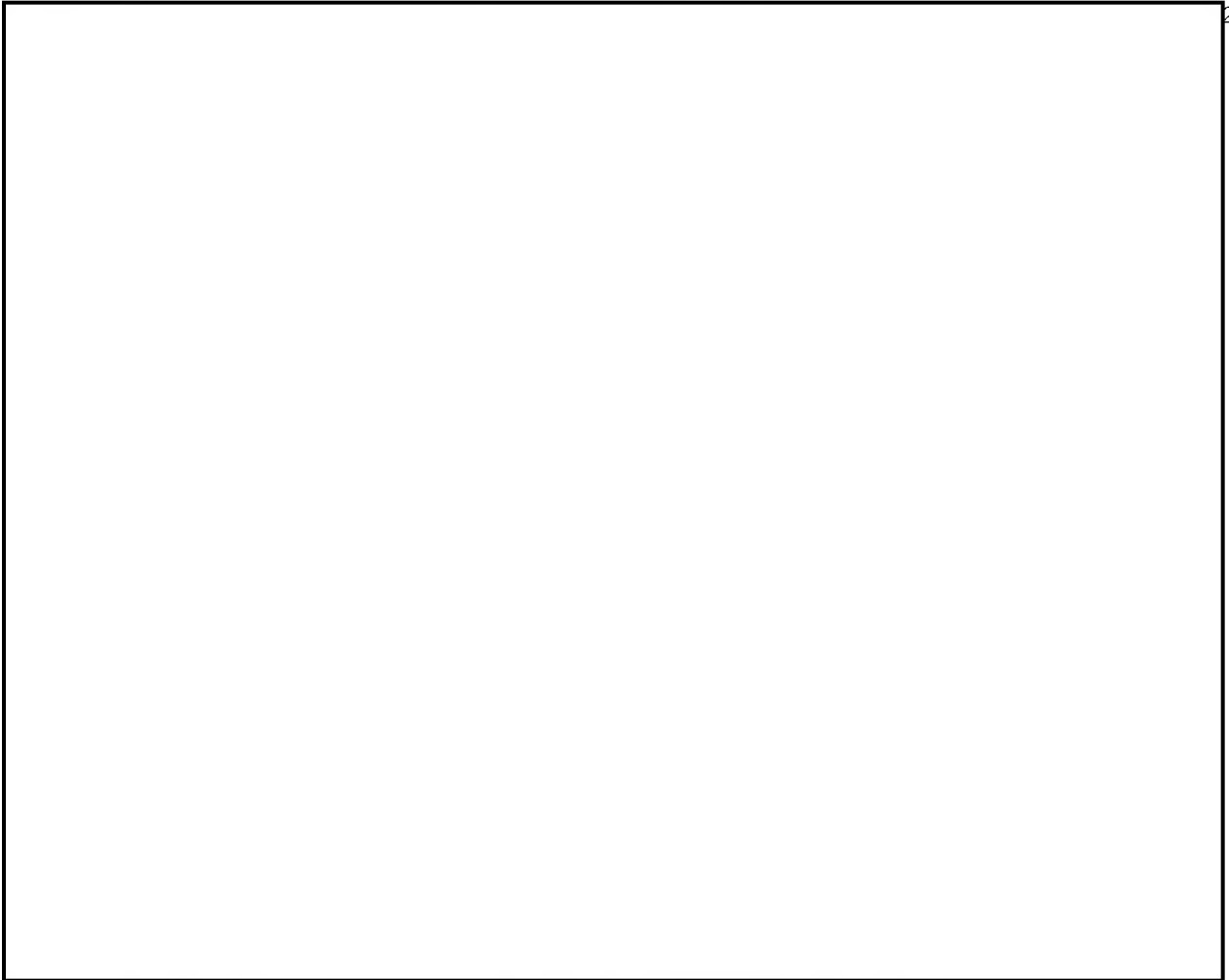
25X1

25X1

SECRET

SECRET

Subject: Midcareer Executive Development Course



25X1

19. Mindful of the question raised by the Executive Director-Comptroller as to whether or not "there are an increasing number of participants who would not appear to be headed for executive positions at the GS-15 level or above," the five-year record of the MEDC may tend to support his concern in that [redacted] approximately 9% of the students have been promoted to GS-15. What would reinforce his point is that only 21% of the GS-14s have been promoted to GS-15. On this score, however, certain of the Directorates acknowledge that their selection standards in the early stages of the Program were not as rigid as they might have been. They would plead, however, that the training was stimulating to the students concerned, and that these students themselves made significant contributions in the classmate sense. While it

25X1

SECRET

Subject: Midcareer Executive Development Course

might be a useful exercise to tax each Directorate with the exercise of examining and explaining why its share of the [redacted] GS-14s who have taken the MEDC have not been promoted to GS-15, I would venture the advice that you are too well acquainted with the facts of Agency staffing to suggest where GS-15 and above promotion headroom exists in any sizeable blocks.

25X1

20. What I should like to think of as an encouraging sign is that roughly half of the GS-13s have moved upward, taken the first step. This percentage conceivably would be higher were it not for the reason that headroom blockage also has set in at the GS-13 to GS-14 level in many areas of the Agency. I cannot fault the Directorates on their selection processes, from where we see the calibre of students who come to us for MEDC training. Practically all of them impress us as so-called "comers." From where the Directorates see them on the job, however, it goes without saying that they cannot afford to lower their selection standards--the MEDC is meant to provide an executive development experience; and from all reports it has held up its end of the bargain.

21. Measured against age and grade selection criteria, 35 to 45, and normally GS-13, the last five courses have averaged, in grade, 13.3, 13.1, 13.3, 13.4, and 13.2, and, in age, 40.8, 39.7, 40.3, 41.3, and 40.9. Wherein the Executive Director-Comptroller also asked for a tabulation of the current and recent classes by date of last promotion, I am going to have to ask that you assign this compilation to the Director of Personnel. Such a tabulation could indeed contain significant data, possibly deserving of being traced back to the beginning of the program.

25X1

[redacted]
[redacted] John Richardson
Director of Training

25X1

TAB

DTR-0372

SECRET

9 April 1968

MEMORANDUM FOR : Director of Training

SUBJECT : Assessment of Midcareer Executive Development Course

O/DC

In response to your request that the MEDC be assessed in terms of selectivity, frequency, content and duration, the following comments are submitted on these issues.

Selectivity. The original criteria for midcareer status as defined by regulation is still valid with one possible exception, i.e., the grade definition for a midcareerist. I believe that the grade limitation should be broadened to include GS-12 and GS-15. A GS-12 employee can and should be identified under the present criteria of a midcareerist. The same thinking applies, though admittedly to a limited degree, to the GS-15. There are certain conditions where a GS-15 with the potential for promotion to a higher level could be considered as being in a midcareer status. The criteria presently allows this degree of flexibility, as it states "a midcareerist is normally a GS-13.....", the key word being normally. The age criterion is in my opinion valid and should not be changed. The promotion criterion is of paramount importance and can not be emphasized too strongly. In the selection of a midcareerist, this criterion should always be evident in the minds of those identifying nominees to attend the MEDC.

Frequency. With the current course quota, I believe the O/DCI requirements would be met if the Course were offered semi-annually. This would definitely lend to the credence of the Course.

Content and Duration. The Advanced Planning and Management Course would be beneficial to the midcareerist. I prefer that it be offered as part of the Midcareer Program but not included in the Midcareer Course. Further, I believe that the MEDC should be limited to its present length of six weeks.

25X1

O/DCI Senior Training Officer

SECRET

DTR-0807

SECRET

DD/S 68-1842

12 APR 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Assessment of Midcareer Executive Development Course

REFERENCE : Memo dtd 20 Mar 68 for DDS Sr. Trng Officer
from DTR, same subject

1. We have reviewed Support Directorate participation in the Midcareer Executive Development Course and its requirements in terms of selectivity, frequency, content and duration. The following information/suggestions are offered:

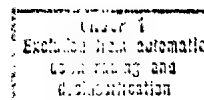
2. The selection criteria as outlined in [] appear to be appropriate for the stated purpose of the Midcareer Program, interpretation of the criteria has perhaps not been uniform and in some individual cases the individual selected has, for one reason or another, not risen above midcareer level.

3. Recognizing that the criteria are appropriate, it is recommended that they be strengthened through a change in the wording to "... who has the potential for promotion to GS-15 or higher and the expectation by the Head of the Career Service that he will, in fact, be promoted to that grade." Exception to the promotability requirement may be desirable but should be specifically justified and approved by the Deputy Director for Support.

4. The age and grade criteria seem to be altogether proper. In the Support Directorate the age and grade levels have been high because of a desire to provide this training to junior GS-14 careerists and to those approaching the higher age limit before the limits are exceeded.

5. There is little doubt that the Midcareer Executive Development Course is of value as an executive development vehicle. In the first five

SECRET



DD/S

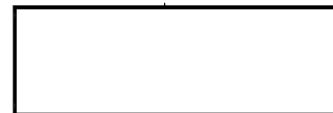
25X1

SECRET

presentations of this course there were 39 participants from the Support Directorate; five were GS-14 and 34 were GS-13. All but eight of this group are now GS-14 or GS-15. Eight who were grade GS-13 at the time they attended the course are still grade GS-13. All eight have been in grade at least seven years and two of them for 12 years. This would tend to indicate that they were not truly senior officer material and should not have been selected as participants. It is possible that at the time they were selected they were considered to be truly midcareerists but for many reasons are not now expected to reach senior officer level. In addition to the more positive value of the Executive Development Program, a side benefit accrues from the need to focus attention on promising GS-13 (comers) through the selection process.

6. Inclusion of the Advanced Planning and Management Course, it is believed, unnecessarily extends the duration of the course. The aim of the Midcareer Executive Course is to "give the officer taking it an opportunity to widen his understanding of the Agency, the U.S. Government, and of international affairs." It should be included as a part of the Midcareer Program as a definite value to midcareerists but not in the Midcareer Course itself.

7. Running of the course four times per year meets the requirements of the Support Directorate at this time. As more senior personnel are given the opportunity to take the course and the backlog eliminated, it is believed nominees will normally be selected at GS-13 and in the middle of the age limits.



John W. Coffey
Acting Deputy Director
for Support

25X1

SECRET

DTR-0483

29 MAR 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Assessment of the Midcareer
Executive Development Course

REFERENCE : DTR Memorandum to DDP/TRO, Subject
as Above, dated 20 March 1968

1. In response to request cited in reference, set forth below are comments from the Office of the Deputy Director for Plans pertaining to reference Midcareer Executive Development Course (MEDC) considerations. These comments are as follows:

a. Selectivity

We are in accord with the age, grade and potential for promotion criteria presently in effect for selection of CS MEDC nominees. As can be appreciated, the CS is a foreign service oriented directorate and as a consequence we must exercise some latitude in nominations due to both operational requirements and availability of personnel at headquarters. Further, "we are the largest directorate in the Agency and have the largest number of GS-13 level officers, resulting in the necessity to nominate occasionally relatively senior GS-13s and junior GS-14s in the course who may be slightly in excess of the 45 year old age limit. We consider the criteria for selection adequate in terms of our requirements. However, we believe it should be understood that periodically there will be exceptions relative to age and grade, which will have been carefully considered and judged to be in the best interest of the Agency and the directorate. We believe the factor of potential for

DD/P

- 2 -

promotion is significant, but not necessarily to the supergrade level. As you are aware GS-14 and GS-15 CS Branch and Staff Chiefs have considerable executive responsibility and in many cases due to ceiling and related organizational factors, these officers may never become supergrade personnel.

b. Frequency

The CS does not favor a decrease in frequency of MEDC courses. It would be to our advantage to have an increase if possible of the number of CS GS-13s in the course. In this regard we should like to propose that consideration be given to running a fifth session or arrangements be made to accommodate a minimum of four more CS officers per session under the present frequency.

c. Content and Duration

(1) The CS favors including the one week Advanced Management (Planning) Course in the MEDC. As you are aware the DDP has expressed interest in all Branch Chiefs and assistant Branch Chiefs and staff officers having planning responsibilities taking the Advanced Management (Planning) Course. Toward fulfilling this requirement, more frequent runnings of the Advanced Management (Planning) Course by your management faculty are scheduled to begin in the Fall of 1968. Including this course in the MEDC would permit fulfillment of 2 significant career development requirements, taking the MEDC and Advanced Management (Planning) at the same time. In addition we believe its inclusion would contribute significantly to the executive development concept of the course.

(2) Relative to tailoring the MEDC to accommodate the Advanced Management (Planning) Course, if possible, we would prefer its inclusion within the presently structured 6 week course.

25X1



SECRET

DTR-0774

8 May 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Assessment of Midcareer Executive
Development Course

1. This is in reply to your memorandum dated 20 March 1968 concerning the above subject.

2. We have conducted an extensive survey of the Intelligence Directorate in order to provide you with the answers to your specific questions. Attached is a detailed report of this survey which presents the analysis of our Midcareer evaluation.

3. In summary our survey reveals the following:

a. The MEDC is an excellent and useful course and should be retained as an in-house training capability for training future Agency executives.

b. The present curriculum balance is good. The survey reveals that more management training, such as the Advanced Management Planning Course, should not be added to the MEDC. The AMP can be made part of the Midcareer Program.


c. Six weeks is long enough for the MEDC, as is the frequency of four runnings of the course per year.

d. Eliminate the five year plans from the Midcareer Program concept.

e. Increase, on a temporary basis, the DDI quota for each course from six to nine.

f. The present age and grade limits are generally satisfactory. However, provision should be made to accept especially well-deserving GS-13's below age 35.

g. No fundamental changes were indicated in the selection criteria or in the course itself.


Chief, Administrative Staff
O/DDI

Att: a/s

SECRET

DDI

25X1

~~SECRET~~

Attachment A

A. General

1. The Intelligence Directorate, in considering the questions raised by the Director of Training, undertook a survey of the Directorate to obtain a representative opinion sampling of the Midcareer Course. This sampling, we felt, not only would provide a broad range of opinion, but we would also benefit from a retrospective analysis of the course by those who attended it from the onset of the program to the most recent classes.

2. Our survey included approximately 30% of all members of the Directorate who attended the MEDC, as well as Office Heads, Deputy Office Heads, senior supervisors, and personnel and/or support officers. With one or two rare exceptions, all of those surveyed were highly pleased with the course and stressed the need for an in-house training capability of this kind.

3. In addition, O/DDI Admin developed a series of questions which related to and augmented the questions raised by D/OTR. We wanted to obtain as comprehensive an analysis of the course and the program as possible so that interested senior Agency officials would be made aware of our concern for a thorough evaluation of the Midcareer Executive Development Course.

4. The answers to the specific questions raised in the memorandum from D/OTR have to be made in the context of defining the real purpose of the Midcareer Course. Therefore, our first question to all personnel surveyed dealt with this purpose. The majority (65%) response to this question was that the purpose of the course is to broaden the midcareerist's perspective of the Agency, to become familiar with the organization and the intelligence community, and to make contacts with other Agency employees. Approximately 20% of those surveyed stated that the purpose was to identify and develop executives or managers. About 15% stated the purpose was to give a man a break from his job, to improve his morale, or to meet a training quota.

5. We next raised the question of the MEDC as an executive development vehicle. In pursuing this question, we addressed ourselves to the curriculum "mix" of the course. Allowing for semantic liberties of what is executive development, the response was that the course

~~SECRET~~

~~SECRET~~

"mix" was good and that the course should be continued for the purpose it is intended. Our reasoning is that one facet of Agency executive training is knowing where one fits in his organization and where his organization fits in the intelligence community. The MEDC meets the Agency's particular need for an integral managerial development program. The balance between emphasis on the Agency, the intelligence community, and the Managerial Grid (for earlier Midcareerists, the Brookings) is satisfactory. We asked whether more management concepts and techniques should be included in the course. The reply was negative with few exceptions. The Grid concept was challenged by a vocal minority who felt it to be marginal in utility, a gimmick, and a feeling that it was overstated. Those who felt this way suggested that the Grid be shortened and that other concepts and trends be included, such as how to handle day-to-day personnel problems, some understanding of the budget cycle in the executive branch of government, and an introduction to PPB in the Agency. The idea of stressing more management tools, trends, and concepts as related to "executive development" was not acceptable to the vast majority of those questioned.

6. The obvious reluctance for inclusion of additional management tool courses is reflected in the answers as to whether the Advanced Management Planning Course should be made part of the MEDC. The sentiment from all categories interviewed was that the AMP should not be made part of the MEDC. Making the AMP part of the Midcareer Program was quite acceptable. In this way, the present MEDC would retain its present integrity and not be contaminated with additional management theories. It is interesting to note that of those categories surveyed the senior supervisors showed the most positive approach toward including the AMP in the MEDC, although as a group the vote was still negative; but the difference of opinion was close. It is possible that one of the reasons for the negative response is that the course is relatively new and many people have not been exposed to it yet. The perspective may change as more middle managers take the course and pass the word on its merits to their supervisors.

7. As part of our survey we asked the Deputy Office Heads if they felt that a manager should have the MEDC before promotion to GS-15. A plurality said "yes" on the basis that it was worthwhile (but not mandatory) to have the course, but a man would certainly not be denied

~~SECRET~~

promotion consideration to GS-15 just because he did not have the course. Related to this question is the matter of the significance of the promotion criterion. The promotion criterion (potential to GS-15) seems to be significant in terms of the favorable psychological impact on the midcareerist who attends the course. The point needs to be emphasized to the midcareerist, however, that this criterion means potential only and does not guarantee advancement, as other unknown or unmanageable factors play a role in assignments and promotions.

8. Most of those interviewed felt that the course length of six weeks was sufficient to meet the needs of the MEDC. A few people suggested reducing the length of the course by streamlining selected phases, such as the trip, the intelligence community portion, and outside speakers. Hardly anyone suggested lengthening the course under any circumstances. It seems there is a psychological acceptance for being away from the office for six weeks or less but not any longer, especially for an "in-house" course.

9. One of our areas of interest was what changes or comments the interviewees had to make about the course as differentiated from the program. It was our intent to determine how the midcareerist and the other categories of personnel related the course to the program. Undoubtedly, some of the comments made by the midcareerists about the course have been reflected in the individual critiques made at the conclusion of their respective courses.

10. The overall opinion was that no fundamental changes need to be made in the MEDC. One suggestion presented by several supervisors and midcareerists was that case studies on Agency day-to-day problems should be included in the management phase (presently the Grid) of the course. The feeling existed that, since the midcareerists were middle level managers, they should be helped in better understanding how to solve effectively office problems that arise periodically. Too many times a problem arises, and it is passed to the personnel officer to solve instead of the supervisor confidently resolving it. One way to help him would be to share common case problems in the course and work on various solutions. Another suggestion made by some supervisors and midcareerists was to de-emphasize the GS-15 potential criterion. This seemed particularly significant to those offices whose table of organization was lacking in the

number of GS-15 jobs. In such cases, the GS-14 may be a more realistic managerial grade to which to aspire. It was felt that eliminating the stated GS-15 potential criterion would not detract from the purpose or desirability of the course. The fact that a man is considered to have potential for advancement to the executive level should be proof enough for him to appreciate selection as a midcareerist.

11. The related question of the Midcareer Program concept brought forth very strong negative statements from about 90% of those interviewed. Somehow or other, there appears to be a lack of understanding as to what the "Program" really means. Essentially, a gap exists in the understanding of the relationship between the MEDC and the MEDP. It is as though there were two different worlds, instead of the MEDC being an integral part of the total MEDP. Specifically noteworthy was the critical attitude toward the development, formulation, and execution of the five year training and assignment plan. This concept brought forth a variety of interesting epithets. Some typical comments were: "A Sham," "patently phony," "just a piece of paper," "a bureaucratic formality," "no relationship to career development" (mentioned by the majority), "unrealistic," "doesn't relate to the real world," "vague and mystifying," "wasn't aware any program existed," "program concept not needed and is impractical," and "okay for a think piece."

12. Approximately 10% felt that the five year planning concept was worthwhile and meaningful. They suggested that the individual five year plans be retained in order to keep "eyes on the future executive." Others stated that "It forces managers to look ahead toward vacancies," and "The concept is okay, but what we really need is an Agency-wide career development program."

13. The recommendation of the 90% majority was to drop that portion of the program that pertains to the five year planning paper. Keep the heart of the program, the MEDC, as its own entity and select people for it on the basis of existing criteria and cease trying to make something out of a planned program. Among the comments supporting this view were: "We should be realistic and face the fact that we do not have mobility in the Agency that enhances career development." "Let's recognize the inherent weakness of career designation labels; let's recognize that there is no overall Agency career development staff to implement the concept."

"Recognize that the nature of the Agency is not conducive to what most people think of as a career development concept; i.e., planned rotation tied in with advancement." "We are an Agency of specialists, and this reduces our mobility within the Agency and within the Government in general." It was stated also that the five year midcareer plans were not being followed or reviewed at the halfway point to make any modifications of the plan.

14. One of our key concerns in reviewing our selection criteria was how realistic the assignments and training have been in relation to career and training objectives outlined in the career plan. To determine this, we asked the offices to comment on each of the five year plans that had been prepared by the midcareerist and essentially to bring the plan up to date. The results of this survey were inconclusive. The career plans made within the past year are too new to evaluate realistically. The older plans ranged from a high correlation of proposed and actual training and assignment to a very low correlation. It must be remembered that, within the offices in the Intelligence Directorate, the proposed assignments are generally limited to the office of assignment and a few overseas opportunities. Our review suggests that the career plans were not completely unrealistic because the frame of reference was fairly well defined. The chances were that the midcareerist would have probably moved into the position and training requested regardless of the career plan. In this sense, however, the career plan may have some limited validity. Where proposed assignments outside the immediate office were involved, especially outside the Directorate, the five year career plans were unrealistic. This would tend to support the majority view that the career plans could be eliminated as part of the Midcareer process without any adverse career effects.

B. Selection Criteria

1. In considering further the matter of selection criteria, we asked the Deputy Directors, supervisors, and support officers whether the grade limits should be broadened to include GS-12's. The respondents did not feel this to be a good idea, the main reason being that most GS-12's are not in middle management positions and that, in effect, the selection criteria would be cheapened. It was stressed, however, that allowances should be made

for exceptional instances where the grade structure was so narrow that officers in the GS-12 category were in fact performing functions that in other components would be at a higher grade and where more opportunities for advancement were present. Within the Intelligence Directorate this would be a rare occurrence. In most cases experience indicates that once the employee moves into the GS-13 level he is likely to be watched more carefully by senior officials in terms of executive identification.

2. The question was asked if any preference should be given in assignments, training, or promotion to mid-careerists who attend the course. The reply was overwhelmingly "no." In the vast majority of cases, mid-careerists selected for the course happen to be ones being moved into management assignments with greater responsibility. Others are not necessarily excluded. There are many midcareerists who cannot be released for training or cannot attend because of limited quotas, which fact should not be held against them. Except for a few respondents, the prevailing comment was that it would be unfair to penalize those who did not go to the course through no fault of their own. It is interesting to note that, from the beginning of the course until the present time, about one-third of the Intelligence Directorate midcareerists attending the course have received promotions. From 1963 to 1967 approximately 32.5% of those who attended the course were promoted. During the 1963 to 1965 period of classes, approximately 50% have been promoted. As a matter of fact, five midcareerists have received two promotions. These statistics by themselves may not mean too much at this stage of the program. It will be interesting to observe, however, what the promotion trend is over a longer time span as more midcareerists attend the course.

3. As stated in the covering memorandum, there were no suggestions for fundamental changes in the selection criteria. Several proposals were made, however, which might be considered within the Intelligence Directorate and by OTR. One suggestion was that nominees for MEDC be interviewed. Several supervisors suggested making the MEDC less selective; getting more people into the course, especially specialists as they need it more than generalists who supposedly have benefited from broader Agency experience. Our present quota of six per class appears to be adequate. However, we would like to consider the possibility of raising the Directorate

~~SECRET~~

quota on a temporary basis for the next 12 to 18 months. Our suggestion is to increase the quota by three (from six to nine) for each course, if space is available, in order to meet the demands of an existing backlog in our offices for course attendance.

~~SECRET~~

~~SECRET~~

DTR-0767

DD/S&T #1744-68

7 MAY 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Assessment of Midcareer Executive Development Course

REFERENCE : Memo fr D/OTR, dtd 20 Mar 68, same subj

1. The position of this Directorate concerning the Midcareer Executive Development Course is keyed to the items of paragraph 2 of reference.

a. Selection Criteria: This Directorate has had difficulty in selecting personnel to attend the Midcareer Executive Development Course who fit precisely the established criteria. It is our desire to send our best management and executive oriented officers, as well as those for whom the course would fill a vital gap in their knowledge and understanding of the Agency. We consider that certain officers up to grade GS-15 and GS-16 could gain a great deal from the course and make a valuable contribution as well. We might well consider officers under 30 years of age for enrollment. In other words, we feel our needs would be best served by having a relatively free hand in selecting officers insofar as age and grades above GS-12 are concerned. Normally three years would be considered as a minimum period of time with the Agency before nomination. We would hope that job responsibility and functional need-to-know are governing criteria rather than somewhat arbitrary stages of one's career. We have found promotability a useful tool in making meaningful selections, but it is not used as a sine qua non.

The substantive content of the Midcareer Executive Development Course continues to be of singular value for DD/S&T officers in terms of their executive development. The course does provide them with the opportunity to gain a fuller understanding of the Agency and of the intelligence community and to better appreciate their role or place in the total scheme of things.

b. Frequency. Considering the heavy investment of time on the part of senior officers (and the value and prestige of the course can only be maintained if senior Agency officers take part in the course), it might be better to return to three courses per year. We consider our minimum requirement 12 people per year and would therefore wish to raise our quota from three to four per course.

c. Content and Duration. The opinions of those who have taken the course indicate that the content well serves the purposes for which the course was designed. From time to time one hears comment that six

DD/S&T

GROUP 1
Excluded from automatic
downgrading and
declassification

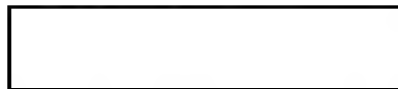
~~SECRET~~

~~SECRET~~

weeks is a long period to be away from the desk, but we have not found a consensus as to what could be eliminated.

It is felt the Advanced Planning and Management Course is a good one and if the Midcareer Executive Development Course is to be oriented toward management and executive decision, the APMC might well be included. On the other hand, that course plus the Managerial Grid might be a little heavy for the six week period. Whether or not the course should be extended to seven weeks is a matter that might be determined only after a couple of trial runs. It should also be kept in mind that the APMC is run independently several times during the year and if it should be necessary to sacrifice other substantive parts of the Midcareer Course to limit the course to six weeks, it might be best to have students enroll in the APMC separately.

2. The orientation of the course should be directed toward executive development without consideration toward a chronological or grade point at which an officer stands in his career. It is therefore suggested that the term "Midcareer" be dropped from the title and it be renamed "Executive Development Course." There is no question that this Directorate fully endorses a high quality Executive Development Course and feels that it provides an invaluable tool for potential executives to get to know their Agency better and in greater depth than is otherwise possible.



Carl E. Duckett
Deputy Director
for
Science and Technology

25X1

~~SECRET~~